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NATIONAL SECURITY COUNCIL  
WASHINGTON, D.C. 20506

December 5, 1972

SECRET

MEMORANDUM FOR

MR. BRONSON TWEEDY, CHAIRMAN  
NSCIC WORKING GROUP

FROM:

A. W. Marshall *AWM*

SUBJECT:

Lam Son 719

I recommend discontinuation of efforts to review the intelligence support to Lam Son 719. [ ] of DIA is to be commended for the effort he put forth to begin this review of a sensitive intelligence topic and I am reluctant to set aside this interesting case study. However, a number of considerations push me in the direction of the above recommendation. One is the reluctance and resistance I detect to staffing the study and getting it underway with sufficient drive. Notable here has been the case of the CIA's inability to assign anyone. [ ] has offered one of his two people, but I am reluctant to tie up his now very limited resources.

Secondly, I am reluctant to start additional studies until I see some sign that they are likely to provide a searching and critical review of the selected topic. My experience thus far in conducting several of the NSCIC studies leads me to believe that producing first-rate studies is inordinately difficult and time consuming under current arrangements. Either the spirit and energy with which studies are carried out by teams mainly drawn from the intelligence community has to change, or the studies will have to be staffed in some other way. The Yugoslav study is being conducted in part as an experiment in another way of staffing the NSCIC studies. Perhaps it will be more successful.

I feel that we may have a real problem in effectively carrying out the NSCIC task of providing a continuing review of the intelligence community product. I mentioned at the last Working Group meeting my concern about the support the studies receive. I am especially concerned about the evident lack of a strong capability for self-criticism within the community. You and I should talk soon about these matters. I plan to explore options with some of the other Working Group members.

SECRET - XGDS - 3

DECLAS - Impossible to determine

BY AUTH - General A. Haig

NSC review(s) completed.

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4 December 1972

MEMORANDUM FOR MR. TWEEDY

SUBJECT: Andy Marshall's Views on LAMSON-719 and Community Support

1. Andy Marshall telephoned me today to "review the bidding" on the proposed LAMSON-719 project.

2. Andy said his latest word had been that the DDI was not willing to provide a member for the task force which would develop the study, but that I might be willing to do so. I told him that my latest information was that DDI not only did not have an expert on the LAMSON-719 situation whom he could make available, but that he also did not feel he could provide anyone who was sufficiently familiar with Southeast Asia to make a worthwhile contribution. I told Andy that, with your approval, I was prepared to make [ ] available to the task group.

3. Andy commented that [ ] of DIA, who had been slated to be chairman of the group, was willing to go ahead, but Andy wondered whether [ ] would have enough time to complete it in view of his planned retirement in the spring. I told him it was my understanding that even though he retired [ ] was interested in part-time consulting work, and that I felt he would not be adverse to winding up LAMSON-719 on that basis.

4. Andy was in quite a discouraged mood, however, and his final comment was that "for a variety of reasons I am disinclined to go ahead on LAMSON-719. I'm really kind of fed up. We seem to have so much trouble getting adequate personnel support for most of our studies that trying another one (like LAMSON-719) may not be worth the effort. I am a bit annoyed at the way things are working out. The community is showing itself incapable of critical evaluation of itself."

5. And on that note he said goodbye.

6. I am having luncheon with Andy on Thursday and, hopefully, I will be able to improve his mood.

[ ]

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